



VMBIP Work Teams Update- May 2005

The National Immunization Program (NIP) is responsible for managing more than half of the nation's pediatric vaccine supply, representing \$1.1 billion in annual vaccine purchases. In 2003, NIP established a team to conduct a comprehensive review and analysis of the vaccine management activities at the federal, state, and local levels and to identify opportunities to improve efficiency, accountability, and our ability to respond to public health crises.

Vaccine management and accountability needs have grown dramatically since the inception of the Vaccines for Children (VFC) program in 1994. Many vaccine management and accountability processes are still conducted using methods and technology established more than a decade ago. The processes in place consist of a patchwork of stand-alone computer applications and manual paper-based systems that are operated by CDC and state and local immunization programs. These processes are cumbersome, expensive, and do not enable rapid responses to changes in vaccine supply and demand at the national, state, or local levels. These processes also produce inconsistent levels of accountability at the individual immunization provider level.

Through the Vaccine Management Business Improvement Project (VMBIP), NIP expects to lay a foundation that will support the long term requirements of the program. The team, established by NIP, includes senior level staff at NIP, state and local immunization program managers, and an outside consulting group with expertise in supply chain issues. The first phase of the project was to conduct a comprehensive review of the existing system by gathering information across all parts of the vaccine supply chain, including vaccine manufacturers, third party vaccine distributors, state and local health departments, and medical providers. Through this review, a number of priority areas were identified including funds management, vaccine distribution, provider ordering, inventory management, and the operation of the national pediatric stockpile.

The second phase of the project involved the establishment of six teams to address specific components of this project: **Communications, Distribution, Fiscal Operations, Stockpile, Systems, and Vaccine Management and Accountability**. These six teams have been meeting periodically for the past six to eight months to identify problem areas and develop solutions. Each team contributes to the overall implementation and eventual completion of this project. As VMBIP continues it is important for NIP to keep its partners and stakeholders informed of the process, and the progress that has been made since its inception.

This update summarizes the purposes of the six teams, their major activities thus far, documents and other deliverables that have been provided to state and local projects to date, and goals for the coming months. The update is not meant to replace more detailed documents that have already been developed but is a way to provide a broad understanding of VMBIP, its primary components and objectives, and the individuals involved in each of the six teams. Updates will be provided quarterly. In this second issue, an updated organizational chart of VMBIP has been provided to show how all of the teams fit together in the project and the individuals (with their organizational

affiliations) who are working on the project. Please share this document with other appropriate project members and stakeholders within your organization, as needed. If you have any questions regarding the information in the update, please contact the appropriate AIM Work-team members listed on the attached organizational chart.

Acronyms

ACIP	Advisory Committee on Immunization Practices
AIM	Association of Immunization Managers
AIRA	American Immunization Registry Association
ASTHO	Association of State and Territorial Health Officials
CSTE	Council of State and Territorial Health Officials
FMO	Financial Management Office (CDC)
IRSB	Immunization Registry Support Branch
NACCHO	National Association of City and County Health Officials
NIP	National Immunization Program (CDC)
NVAC	National Vaccine Advisory Committee
PGO	Procurement and Grants Office (CDC)
PHII	Public Health Informatics Institute
SNS	Strategic National Stockpile



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COMMUNICATIONS- **Tasneem Malik (Team Leader-NIP)**, Charles Beets (AR), Don Blose (OK), Michael Dumond (NH), Paul Garrison (NIP), Heidi Harvey (BAH), Karen Hess (TX), Barbara Laymon (NC), Rosemary Spence (CO)

PURPOSE	Promote communication and information exchange between VMBIP teams and outside groups through presentations, written documents, and discussions.
ACTIVITIES	<ul style="list-style-type: none">▪ Develop materials to provide stakeholders and workgroups with current and accurate information on VMBIP activities▪ Develop a quarterly update to summarize the activities, major accomplishments, and short term objectives of the six VMBIP work teams▪ Organized meeting at the National Immunization Conference (NIC) in March 2005 to discuss progress on VMBIP with the immunization program grantees▪ Plan to develop a website that key stakeholders and partners can access to obtain information on VMBIP
GOALS	Identify venues, mechanisms, and multimedia channels to provide ongoing communication on VMBIP and opportunities for information feedback and exchange, including the NIC (March 2005), annual Program Managers Meeting (Fall 2005), and website development (Summer 2005)
RESPONSE ITEMS	None at this time
PARTNERS	AIM, NIP (internal and field), ASTHO, NACCHO, CSTE, VFC Coordinators, providers, and manufacturers

PILOT- Brock Lamont (Team Leader-NIP) Mary Mulholland (NIP), Joe Nay (NIP), Nancy Fasano (NIP), Janet Kelly (NIP), Gary Buckett (NIP), Sandra Gambescia (NIP), Barbara Laymon (NC), Jack Nemecek (NIP), Brad Prescott (NIP), Alan Kierstead (BAH), Mark Ciampa (BAH), Kelly Brackin (BAH), Sherry Altman (BAH), Laxmi Stebbins (BAH)

PURPOSE	Design a pilot program that ensures implementation success.
ACTIVITIES	<ul style="list-style-type: none"> ▪ Developed pilot portfolio selection criteria with input from AIM selection team ▪ Selected pilot locations (California, Chicago, Maryland and Washington state) based on selection criteria ▪ Finalized pilot project sequence and timing of distribution implementation rollout – timeline attached ▪ Developed high-level activity plans for pilot projects to use for guidance (communication, preparation and implementation plans) ▪ Presented pilot team progress at the VMBIP meeting at the National Immunization Conference ▪ Conducted initial meetings at NIC and at each project location, with all four pilot projects to gain an initial level of understanding in regard to specific issues each project may face during pilot implementation
GOALS	<ul style="list-style-type: none"> ▪ Identify the best practices for transition to centralized distribution and ordering ▪ Create a transition plan for the pilot programs that can be used by all projects during rollout ▪ Provide the necessary insight, tools, and resources for the pilot projects to succeed
PARTNERS	Pilot projects

STOCKPILE- Eddie Wilder (Team Leader-NIP), Brenda Good Miller (PGO), Aaron Rak (FMO), Brock Lamont (NIP), Alan Kierstead (BAH), Joey Olivier (BAH)

PURPOSE	Improve the efficiency and effectiveness of the pediatric vaccine stockpile administration and management
ACTIVITIES	<ul style="list-style-type: none"> ▪ Develop alternative models for vaccine stockpile management so that vaccine manufacturers may recognize revenue on the sale of vaccine to CDC for stockpiles ▪ Discuss target quantities of vaccines to be held in the stockpile, release protocols for vaccines in emergency and non-emergency situations, and other issues ▪ Established a working group that includes participation from the NVAC and ACIP to provide advice and feedback on whether target quantities of vaccines that NIP establishes for the vaccine stockpile are appropriate ▪ Hold monthly teleconferences with vaccine manufacturers to share project status and obtain feedback
GOALS	Conduct further research and analysis to produce a stockpile management plan by mid 2005
PARTNERS	SNS, vaccine manufacturers, PGO, FMO

FISCAL OPERATIONS- Gary Buckett (Team Leader-NIP), Jennifer Ballew (NIP), Elmira Benson (PGO), Ellen Cooper (NIP), Will Hutton (FMO), Jeff Napier (PGO), Stan Owens (NIP), Ken Sharp (NIP), Anjella Vargas-Rosales (NIP), Barbara Laymon (NC), David Lynch (NY), Tony Payton (OH), Beth Rowe-West (NC), Vincent Sacco (CT), Pejman Talebian (MA), Annette Wells (GA), Sherry Altman (BAH), Heidi Harvey (BAH), Erin Seabolt (BAH)	
PURPOSE	Develop operating guidelines for all aspects of a new approach to managing federal and state vaccine funds
ACTIVITIES	<ul style="list-style-type: none"> ▪ Developed a Funds Management Proposal (draft completed in January 2005), detailing future processes designed to reduce current administrative burdens and facilitate a centralized distribution model ▪ Refined Funds Management Proposal with the Federal Funds Management team that included representatives from NIP, PGO, FMO, and AIM team representatives ▪ Continued state site visits: Interviewed budget, purchasing and program staff from the Georgia Immunization Program and toured the state distribution operations in February 2005 ▪ Distributed draft Funds Management Proposal to all AIM members and POB field-assigned staff in February 2005 to give them an opportunity to review and comment on the proposal ▪ Presented overview of funds management to AIM members during a conference call on February 25th and requested broader state input and comments on proposal ▪ Held working sessions with other VMBIP working teams (e.g., the Systems and Ordering & Distribution teams) to further develop transition plans and identify systems implications; met with IT team to outline current process flows among VACMAN, NIPVAC, and TOPS/UFMS ▪ Participated in Business Operations meetings on March 10th and March 17th with senior PGO, FMO staff, and project's executive sponsor to discuss contracting options and outstanding funds management issues ▪ Presented progress on funds management issues, and fielded funds management questions during four breakout sessions at the VMBIP meeting at the NIC in March 2005 ▪ Participated in kickoff discussions with the pilot projects -- Maryland, California, Chicago, and Washington
GOALS	<ul style="list-style-type: none"> ▪ Continue to refine Funds Management Proposal and transition plans: finalize design and prepare for implementation ▪ Work with pilot projects to understand their unique needs and facilitate transition into centralized distribution and funding
PARTNERS	<ul style="list-style-type: none"> ▪ The team is divided into federal and state/AIM sub-teams in order to better focus on issues related to each funding type ▪ During the next quarter, the team will be working closely with pilot projects (Maryland, California, Chicago, and Washington State) to integrate funds management processes into the pilot.

AUTOMATED VACCINE MANAGEMENT AND ACCOUNTABILITY- Janet Kelly (Team Leader-NIP), Gail Williams (NIP), Warren Williams (NIP), Mark Ciampa (BAH), Kelly Brackin (BAH), Heidi Harvey (BAH)	
PURPOSE	Enhance vaccine accountability and efficiency through the automation of Vaccines for Children (VFC) vaccine inventory control and immunization improvement procedures
ACTIVITIES	<ul style="list-style-type: none"> ▪ The Immunization Registry Support Branch presented the project vision to key stakeholders and participants in attendance at the 2004 Immunization Registry Conference. ▪ A program announcement has been drafted soliciting applications to address automated vaccine accountability and efficiency. However, this program announcement has not yet been released. ▪ The team continues to stay informed and provides input to evolving project changes that have potential impact to immunization information systems.
GOAL	<ul style="list-style-type: none"> ▪ Enhance vaccine accountability through standards in immunization information system operations in the VFC functional areas
PARTNERS	<ul style="list-style-type: none"> • Communications, Distribution, Fiscal Operations, Stockpile, and Systems teams. • Other stakeholders after the release of the program announcement.

SYSTEMS- Joseph Nay (Team Leader-NIP), Marc Overcash (NCPHI), John Woodfin (NIP), Janet Kelly (NIP), Lisa Galloway (NIP), Brad Prescott (NIP), Jeff Kingsbury (NIP), Mark Ciampa (BAH), Brian Behrens (BAH), Erin Seabolt (BAH), Chris Porch (BAH), Alesia Lyons (BAH)	
PURPOSE	Address the systems and technology needed to support the new business model, including identifying and defining system requirements.
ACTIVITIES	<ul style="list-style-type: none"> ▪ Created process flows of the current state NIP funds management and excise tax processes ▪ Developed high-level system requirements for the vaccine ordering application ▪ Developed “day-in-the-life” scenarios that document the user activities for the vaccine ordering application ▪ Created user interface prototypes that depict screen mock-ups and functional capabilities that the application will possess
GOALS	Define and analyze the system requirements for a Summer 2005 RFP and provide program management support for implementation moving forward.
PARTNERS	The Ordering & Distribution and Funds Management work teams

DISTRIBUTION- Mary Mulholland (Team Leader-NIP) , Sandra Gambescia (Team Champion-NIP), , Jean Popiak (NIP), Lisa Gallagher (NIP), Harry McKnight (NIP), Victor Negron (NIP), Lisa Davis (NIP) Wendi Cate (NIP)Brenda Good Miller (PGO), Joey Olivier (BAH), Alan Kierstead (BAH), Alesia Lyons (BAH), Chris Porch (BAH), Laxmi Stebbins (BAH), Shawn Box (ME), Gary Rinaldi (NY), Dileep Sarecha (NYC), Kristen Harker (VA), Michelle Conner (GA), Mimi Luther/Lisa Moffett (OR), Ken Browning (AK), Joyce Burkett/Liz Lacheur (MT), Linda Abel (UT), Barbara Laymon (NC)	
PURPOSE	Develop a model for national vaccine distribution contract (s), inventory management, and a centralized vaccine ordering process, including business rules for order processing.
ACTIVITIES	<ul style="list-style-type: none"> ▪ Held weekly conference calls beginning 10/6/2004 ▪ Presented proposed business rules for ordering in a conference call with AIM general membership January 2005 ▪ Responding to AIM concerns, team interviewed 8 projects to review accountability practices; this information led to decision to decouple ordering and accountability ▪ Continue to work on revising business rules for ordering ▪ Continue to collaborate with stockpile team to resolve inventory management issues ▪ Held pre-proposal conference for distribution RFP on April 26, 2005 in Atlanta
GOALS	<ul style="list-style-type: none"> ▪ Business rules for handling vaccine shortages/backorders still in development ▪ Finalizing RFP for publication in May, to solicit vendors for national vaccine distribution contracts ▪ Will complete distribution, inventory management and order processes by mid-June
PARTNERS	AIM, PGO

The implementation of centralized distribution will be rolled-out in three phases and completed by the end of 2006

Implementation Timeline

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Centralized Distribution	2005			2006											
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Phase 1 - Pilot															
▶ California															
▶ Maryland															
▶ Chicago															
▶ Washington State															
Phase 2															
Projects with existing third party distribution															
Phase 3															
Projects with existing in-house distribution															

VMBIP Operating Blueprint & Pilot Teams

Updated 5/5/05



